



**DEPARTMENT OF THE ARMY**  
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER  
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REPLY TO  
ATTENTION OF

ARHC-EB

22 June 2006

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command,  
Attention: ATTG-P, 5 Fenwick, Building 11, Fort Monroe, VA 23651-1049

FOR Commandant, US Army Adjutant General School, Fort Jackson, SC 29207-7045

SUBJECT: Career Management Field (CMF 42), PMOS 42L, Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 6 June 2006, Subject: Memorandum of Instruction for the FY06 CSM/SGM/SMC Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 42, MOS 42L submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.
3. Competence assessment of Promotion Zone.
  - a. Performance and potential (Leadership). Most leadership positions are considered high risk jobs. For most 42Ls, leadership positions were available and documented on the ERBs and NCOERs. For those who served as 1SGs, most were rated from 12 to 24 months; then again, there were a few NCOs with as few as 3 rated months and some with as many as 46 months. For those who held leadership positions, most performed outstandingly and even a few serving well as CSM/SGM when required. Other high risk jobs, such as MACOM/Joint Senior Administrative Supervisor, Bde S1 Senior Human Resources and Sergeant Assistant Commandant NCOA, also performed well. Note of concern, NCOERs with 3 rated months made it difficult to consistently evaluate performance.
  - b. Utilization and assignments (PMOS). Most 42Ls were utilized in their primary MOS throughout their career, with a few serving outside their PMOS. Majority of 42Ls served in career enhancing position such as Recruiters, Drill Sergeants, Equal Opportunity or Inspector General throughout their career as well. Panel members viewed those NCOs who served in 1SG/SGM (in acting capacity) as MSGs favorably as an indicator of potential for advancement. Notes of concern in this area were descriptive duty titles, no variety of assignments i.e. TDA vs. TO&E and duty titles not matching ERBs. Some duties normally associated with traditional positions from manning documents or appropriate CMF based on career progression were not reflected in the job description which caused confusion and required subjective evaluation by

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board members to determine appropriate level of responsibility and risk. While some NCOER duty titles did not match the ERBs, which left board members to figure out what duty the NCO was actually performing; and last but not least, not verifying ERBs gave board members clear indication on the importance the NCO placed on their career.

c. Training and Education. In the 42 CMF, civilian education is a very competitive area resulting with most NCOs having at least their bachelors. Performance at functional military courses was deemed important during the selection process in the area of leadership. While all 42Ls received proper training for their assignments, several Soldiers serving as 1SG did not have a DA Form 1059 from the 1SG course in their files.

d. Physical Fitness. Most Soldiers appeared to be within the height/weight standards of AR 600-9 and the overall physical fitness levels of NCOs were outstanding. Many exceeded the Army standards with continuous awards of the Army Physical Fitness Badge. Most NCOs had updated photographs; however, there were some who wore unauthorized individual and unit awards. Some NCOs had photographs outside the five year window and others were not updated with rank or awards, which give a negative implication. While it was evident a few Soldiers appeared overweight while their NCOER reflected they were within standards.

e. Overall career management. The overall quality of the CMF is healthy and the best-qualified NCOs performed well in high risk positions.

#### 4. CMF structure and career progression assessment.

a. MOS Compatibility within CMF. As 42L begins to consolidate with 42A, few 42Ls have reclassified to 42A, which is possible through online certification.

b. Suitability of standards of grade and structure. Restructuring at this level has not impacted as much as it has at the lower grades yet; however, senior 42Ls are still in positions and performing at appropriate grades within the CMF.

c. Assignment and promotion opportunity. As consolidation with in the CMF progresses, opportunities to serve in leadership positions show 42Ls seeking those positions outside traditional lanes.

d. Overall health of 42Ls. There are certainly a sufficient number of trained and qualified 42Ls; however, 42Ls should do the online 42A certification course and request reclassification.

#### 5. Recommendations.

a. Competence. We must continue to put emphasis on documenting duty performance and prepare NCOs for competitive promotions in their respective zone of consideration. NCOERs

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remain the single source documentation representing the NCOs overall performance and potential. Raters must justify excellence bullets and reframe from using the same bullets on repeated NCOERs. Both Raters and Senior Raters should avoid vagueness, repetitive phrasing and assure it is accurate, correct and reflects accurate performance and potential.

b. CMF structure and career progression. Immediate merger between 42Ls and 42As.

6. CMF Proponent Packet.

a. Overall quality. Good; however, instead of using most challenging/challenging assignment, clearly define the high, medium and low risk positions and highlighting promotion enhancing assignment areas. Provide the AG field with the proponent packets prior to promotion boards for validation.

b. Recommendation improvements. Provide clear and precise information to 42Ls in the field on reclassifying to 42As in order to be competitive for SGM and to eliminate the imbalance between the two select objectives. Since 42Ls and 42As positions are interchangeable, recommend the Adjutant General Corps immediately confer with the Army G-1 to consider all 42 series across the board compete equally for SGM/CSM. Note of importance, 42Ls/42A are interchangeable and serving in the some of the same positions; however, it seems as if 42As are being rewarded with promotion for the some position, where as 42Ls are not.

  
JON E. FINKE  
Colonel, AG  
Panel Chief